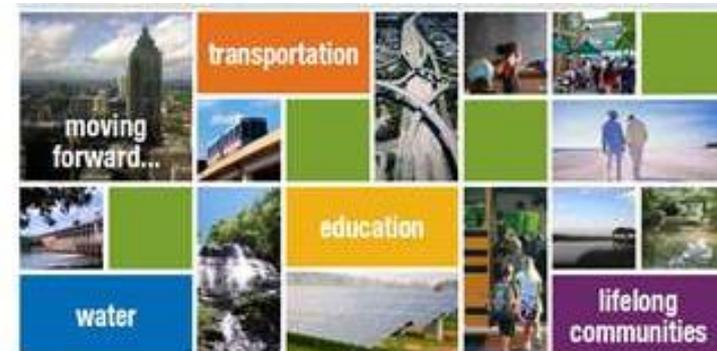
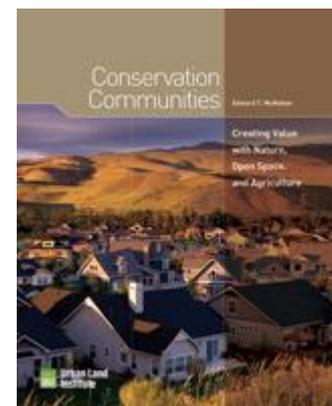




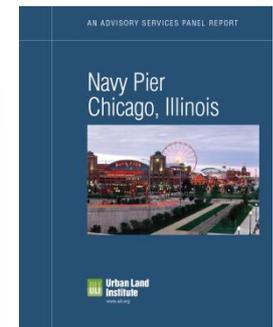
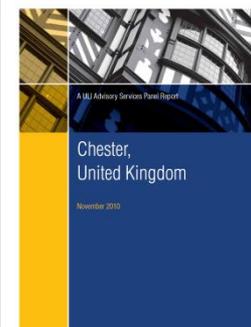
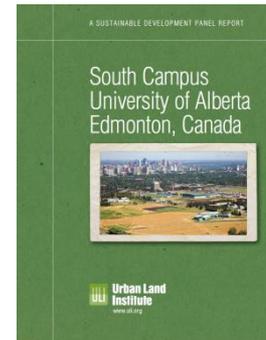
About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 37,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of best practices
 - Writes, edits and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs
 - Conduct Advisory Services Panels



The ULI Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
 - Review background materials
 - Receive a sponsor presentation & tour
 - Conduct stakeholder interviews
 - Consider data, frame issues and write recommendations
 - Make presentation
 - Produce a final report



The Panel



Alan Razak, Chair
Principal
AthenianRazak LLC
Philadelphia, PA

Stephanie Hagar
Senior Associate
BAE Urban Economics
Berkeley, CA

Nick Hamilton
Director
The American Assembly at
Columbia University
Legacy Cities Partnership
New York, NY

AJ Jackson
Senior Vice President of Land
Acquisition and Development
EYA, LLC
Bethesda, MD

Geri Lopez
Director
HCED Consulting
Clearwater, FL

Alrich Lynch
Senior Managing Director
LDG Consulting
Atlanta, GA

Chris Merritt
Harvard Graduate School of
Design
Cambridge, MA

Sue Southon
Senior Technical Specialist
ICF International
Bloomfield Hills, MI

ULI Staff:

Tom Eitler
Senior Vice President

Kathryn Craig
Senior Associate

Sponsors

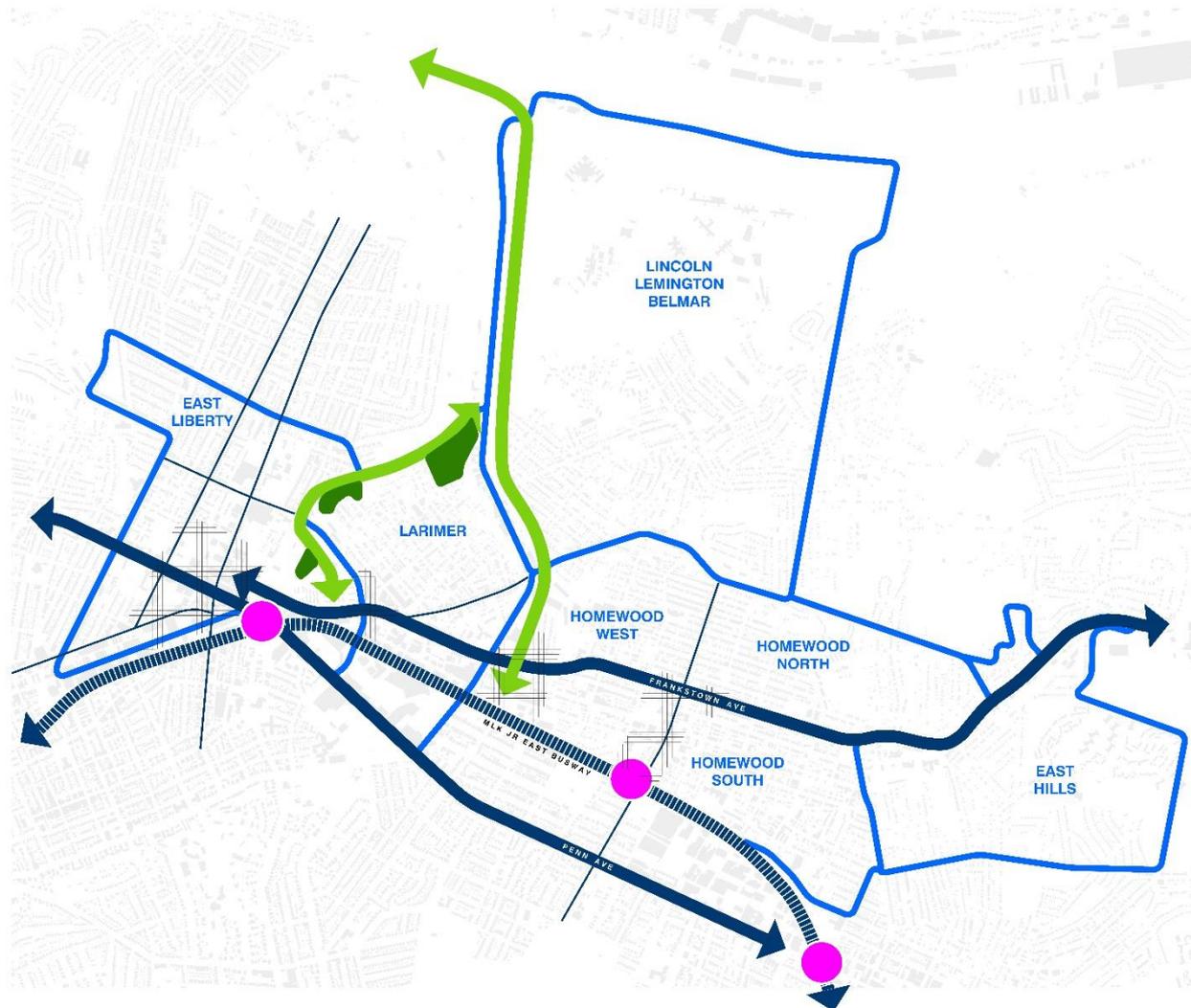
- East Liberty Development, Inc.
- Councilman Ricky Burgess



With support from:

- The Mosites Company
- Sitko Bruno, LLC
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- P.W. Campbell Contracting Co.
- Walnut Capital Management, Inc.

East End Neighborhoods



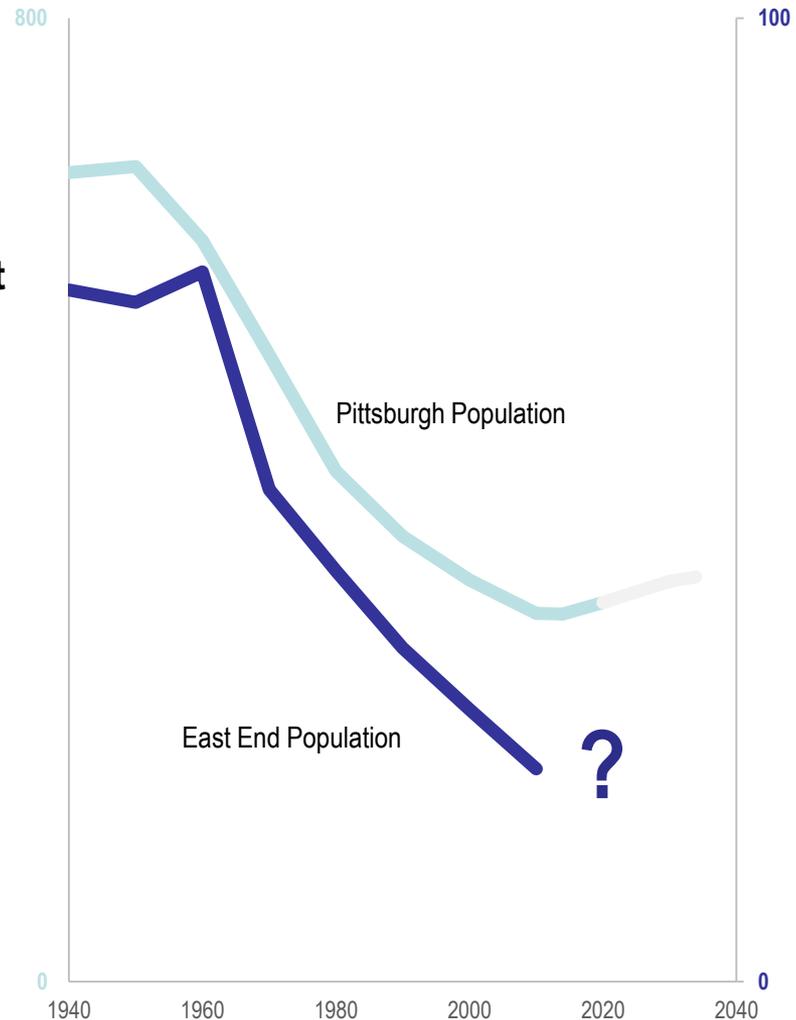
The Assignment

1. Help identify public and private financing tools and how they can be used to support housing and economic development activities in the East End.
2. Help identify national/state/public-private funding partnerships that can be used for affordable housing in excess of \$10 to \$30 million dollars.
3. What should affordable housing ratios look like in the East End? What ratios are appropriate for a sustainable mixed-income community?
4. What examples of inclusionary zoning around transit stops have been successful or, for that matter, not successful? And how can the economic development activity in and around East Liberty transit center be utilized to benefit existing low-income residents living in proximity to this development?
5. How can existing, low-income residents become engaged in neighborhood revitalization initiatives? And how can communities maximize M/WBE and resident participation in housing and economic development activities?
6. What role does crime and schools play in neighborhood revitalization? What are tools/best practices for crime reduction? What are tools/best practices for public school improvement?
7. Help identify/recommend the timing or sequence of development projects within the East End. Are there strong market edges in the East End which could support housing and economic development initiatives?
8. Help identify land use planning tools/best practices that support or encourage social equity.

Pittsburgh and the East End

The Economy Changes Things

- **Buffeted by economic change**
 - **Rocked by loss of industry**
 - **Surprised by recent successes**
- **What this loss did to Pittsburgh and East End communities**
- **What recent successes are doing to Pittsburgh and East End communities**



Pittsburgh Responds to Challenges

Vision and ability to make those difficult choices

- **Market Square – a good example from the past**
- **A similar vision needed to include East End communities in the region's success**



What will you look like?



What does a city that used to be 600,000 people look like when it becomes 300,000?



Challenges/Issues

- Striking While the Iron's Hot, but Not Running Headlong
- Market Uncertainty
- Planning: Grassroots vs. Top Down
- Racial Diversity
- Combatting Perceptions/Transcending Boundaries



The East End represents not just a real estate and housing undertaking; it requires full-spectrum community building

Responses & Recommendations

- The neighborhoods are different and require different responses
- The timeline is long-term, sequential
- Funding – Big ideas and small
- Ratios – proportions and incentives
- Crime – intriguing experience
- Engaging Existing Residents – a promising local example
- HELP Initiative – a good idea that depends on capacity and organization
- ELDI's Role – transitioning over time

Residential Market Overview

Housing Affordability

- Housing analysts consider housing to be affordable if housing costs are less than or equal to 1/3 of total household income
- Households with incomes equal to the citywide median can afford home sale prices of approximately \$160,000 and rental rates of approximately \$1,140
- Households with incomes equal to the median for the East End can afford home sale prices of approximately \$100,000 and rental rates of \$640

| | <u>Citywide</u> | <u>East End</u> |
|---|-----------------|-----------------|
| Median Income | \$41,000 | \$23,000 |
| Affordable Home Sale Price at median income | \$160,000 | \$100,000 |
| Affordable Monthly Rent at median income | \$1,140 | \$640 |

Residential Market Overview

Housing Affordability

- “Affordable Housing” can consist of either:
 - Homes with mandated affordability restrictions, which can be in developments with all affordable units or mixed-income projects
 - Homes with no mandated affordability restrictions that are affordable to households with lower incomes. The cost of these units can increase in markets experiencing an increase in demand, reducing affordability levels
 - Homes with no mandated affordability restrictions that are made affordable through the use of Section 8 Housing Choice Vouchers
- Pittsburgh and the East End have all three of these types of affordable housing

Residential Market Overview

Pittsburgh Residential Market

- Median home sale price: \$142,000
- Average rental rate: \$1,000 per month
- Overall, these housing costs are affordable to households with the median citywide income
- But: housing costs in much of Pittsburgh are not affordable to many lower-income households, including many East End households



Residential Market Overview

East End Residential Market

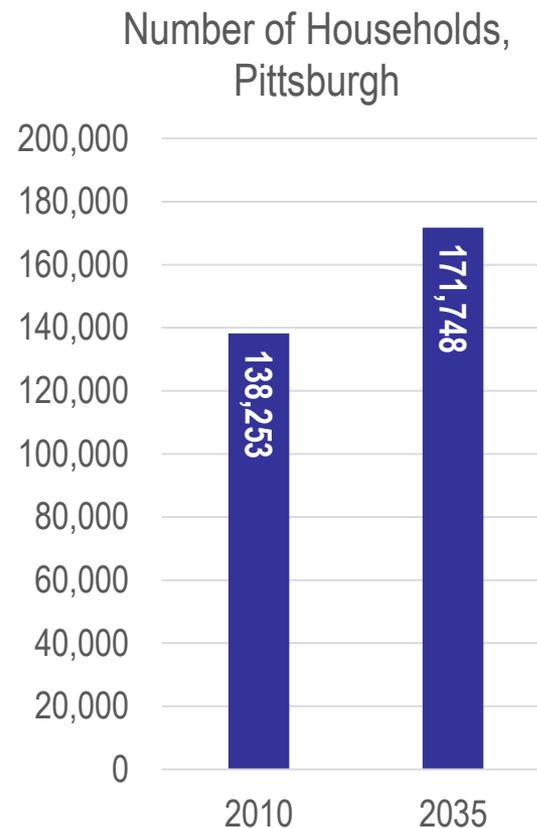
- Median home sale cost: \$24,500
- Many homes at this price point require substantial and costly rehabilitation work (often \$150,000 per unit)
 - Renovation costs can make homes unaffordable to lower-income households
 - The cost of renovated homes is often higher than typical home sales costs in Pittsburgh, though recent sales of renovated homes in East Liberty demonstrate market support for homes selling for \$380,000 or more
- Overall, the rental rate in the East End averages \$933 per month
- The cost of new rental units in East Liberty typically ranges from \$900 to \$2,600 per month
- New residential development will require market support from higher-income households



Residential Market Overview

Projected Growth

- Future increases in households in Pittsburgh create potential demand for housing in the City and the East End Neighborhoods
- Potential sources of household growth in Pittsburgh include:
 - Population shifts from elsewhere in Pittsburgh
 - Residents from outside of Pittsburgh moving into the City
 - Future citywide and regional population growth
- Projections indicate that Pittsburgh will grow by 29,000 households within the next two decades
- Households could grow more significantly if job growth or household formation rates occur faster than projected



Residential Market Overview

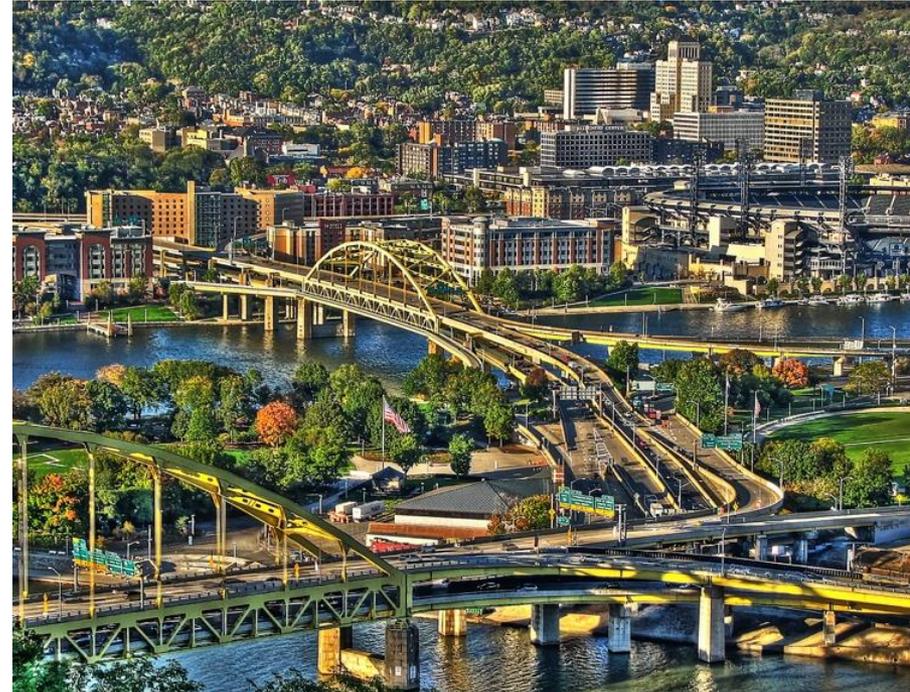
Potential Residential Market Demand

- In 2010, households in the East End accounted for approximately 7% of households in Pittsburgh
- If the East End Neighborhoods can capture the same share of household growth moving forward, it would create demand for up to 2,400 units in the East End by 2035, or 120 units per year
- This likely represents the maximum residential demand over this time period
 - Aggressive effort needed to reach this level of growth
 - Potential for more units in the near term due to strong current market conditions
 - East Liberty is likely to absorb most near-term demand
 - Existing unoccupied properties will absorb a portion of future demand

Pittsburgh

Past Present and Future

- History
 - Shared with many other legacy cities: rapid growth followed by job, population and tax base decline
- Today
 - Increasingly attractive to employers and residents
 - Population growth of city and region
- Tomorrow
 - Now is the time to plan for population growth that revitalizes and preserves affordability



Pittsburgh

Assumptions

- Healthy neighborhoods are mixed income and diverse
- The market can bring essential investment, but it cannot solve everything



Pittsburgh

Observed Strengths

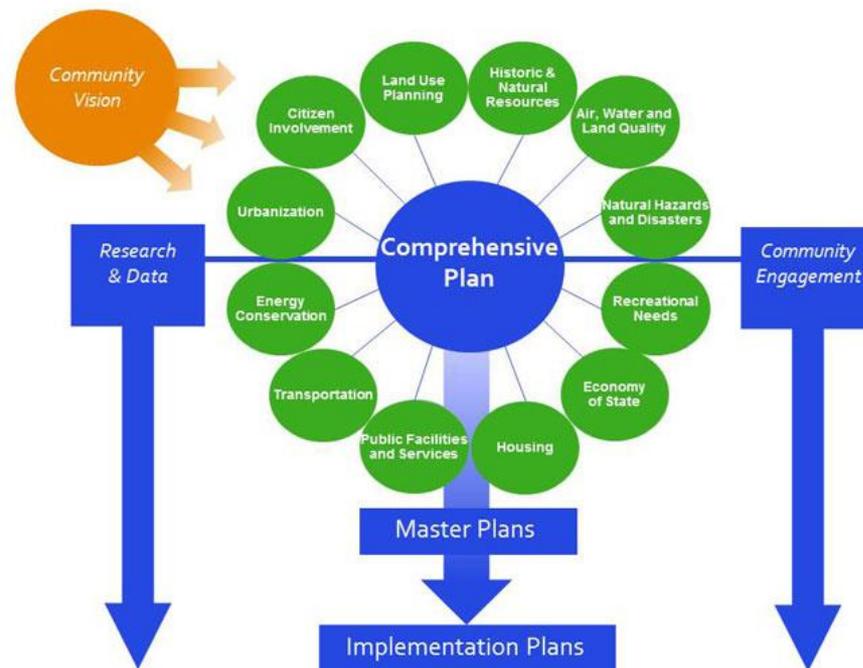
- Population growth of city and metro
- Scale matters
- Buzz about Pittsburgh
- Pride of place (city and neighborhoods)
- Very strong philanthropies and anchor institutions (Eds and Meds)
- Affordable and available land and buildings
- Neighborhood architectural character and good bones
- Fresh water



Pittsburgh

Recommendations

- Conduct and adopt comprehensive city and neighborhood plans that:
 - Articulate a city-wide strategic vision
 - Uplift what makes Pittsburgh unique
 - Establish goals for multiple time horizons (including short, medium and long term goals)
 - Are holistic, address systems, informed by evidence
 - Provide guidance on future population projections
 - Connect transportation and land use planning
- Establish clear lines of authority and responsibility for city-wide planning (CP, URA, Land Bank, Housing Authority)
- Establish property tax protection for owner occupants
- Expand role of anchor institutions in neighborhood revitalization
- Philanthropies encourage coordination among grantees



East End Neighborhoods

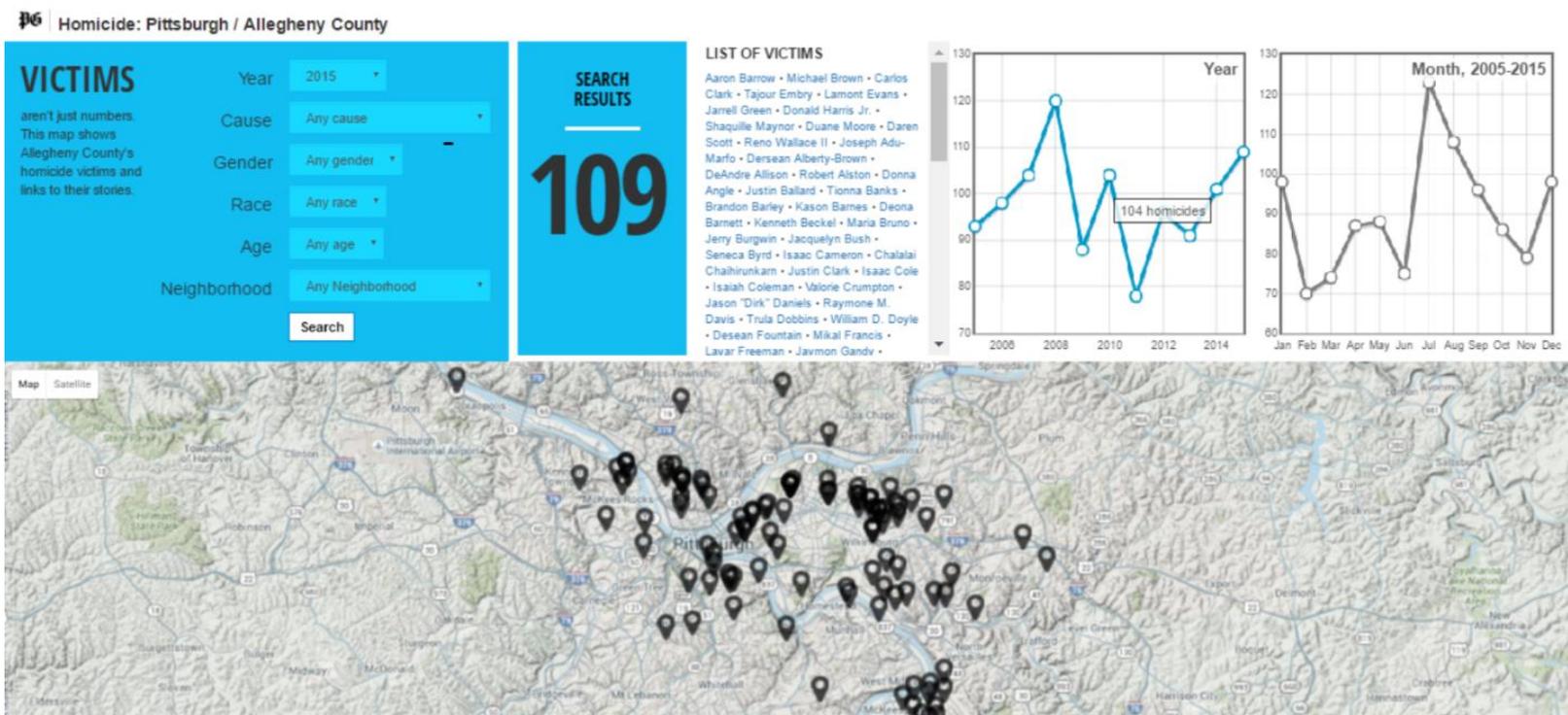
Observational Challenges

- **East End Neighborhoods** - a broader community
 - Independence and unique identity is good; same City council district is a plus
 - More coordinated efforts on global issues needed; i.e.
 - Tax Delinquency
 - Social / Economic
 - Crime
 - Increased Taxes
 - Business Development & Growth
 - Transportation
- **Issues of Race and Segregation**
 - Pittsburgh continues to be one of the “whitest” major US cities
 - Institutional factors have kept primarily low-income blacks in East End
 - Inclusion of minority populations is essential for sustainable economies
- **Economic Disparities**
 - Create an “us vs. them” environment
 - Depresses business and entrepreneurial growth among minorities in region – thus depressing small business growth

East End Neighborhoods

Observational Challenges

- **Perceptions:**
 - Crime - 2015 Homicide Stats
 - Pittsburgh / Allegheny = 109 homicides
 - Homewood (N/S/W) = 7 homicides (6.4%)



From: Pittsburgh Post Gazette Interactive

East End Neighborhoods

Observational Challenges

- Perceptions:**

- Affordability / Gentrification '10-'16
 - Greatest Increase in Home Value – 149% Larimer
 - Smallest Increase in Home Value –21% Homewood
 - Greatest Increase in Income – 53% Homewood West
 - Greatest **Decrease** in Income – **(37%)** Lincoln Lemington Belmar

| | Median Sales Price | | | Median Household Income* as a % of Median Sales Price | | | |
|---------------------------------------|--------------------|------------|----------|---|------|----------------|------|
| | 2010 | 2016 | % Change | 2010 Inc. High | % | 2014 Inc. High | % |
| East Liberty | \$ 79,250 | \$ 133,500 | 68% | \$ 28,641 | 36% | \$ 31,693 | 24% |
| Larimer | \$ 4,754 | \$ 11,850 | 149% | \$ 30,670 | 645% | \$ 25,568 | 216% |
| Lincoln-Lemington-Belmar ¹ | \$ 6,575 | \$ 13,500 | 105% | \$ 42,633 | 648% | \$ 26,983 | 200% |
| Homewood West | \$ 6,029 | | | \$ 14,900 | 247% | \$ 22,850 | |
| Homewood North | \$ 6,991 | \$ 8,450 | 21% | \$ 20,000 | 286% | \$ 26,818 | 317% |
| Homewood South | \$ 7,000 | | | \$ 27,630 | 395% | \$ 25,327 | |
| East Hills | \$ 11,358 | \$ 24,250 | 114% | \$ 22,679 | 200% | \$ 16,185 | 67% |
| City of Pittsburgh | \$ 75,000 | \$ 142,392 | 90% | \$ 36,860 | 49% | \$ 40,009 | 28% |

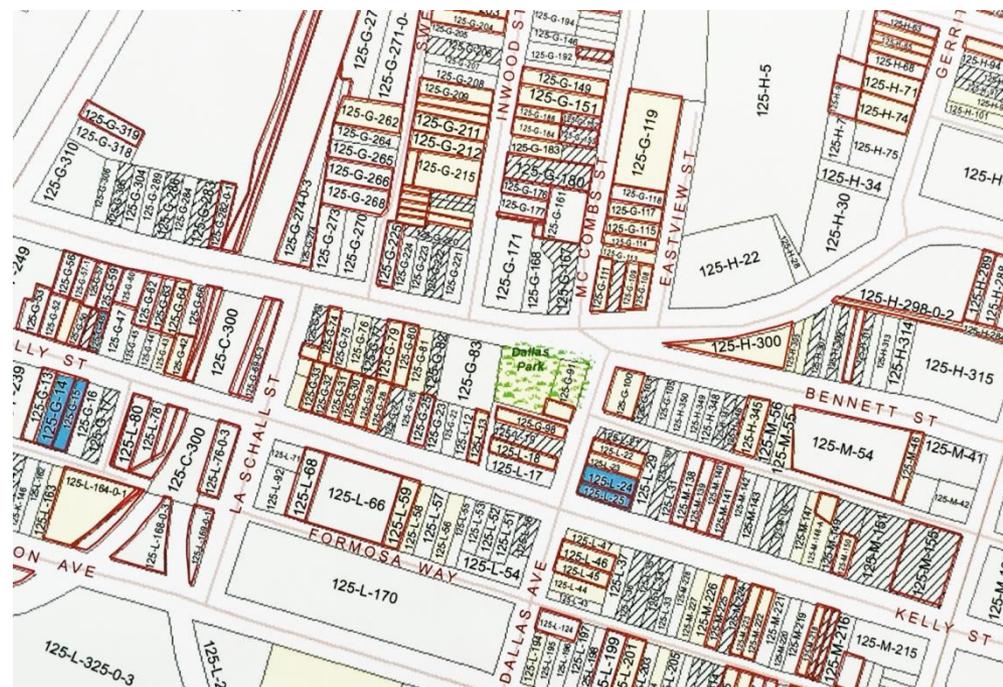
*4 year Rolling Avg.

East End Neighborhoods

Implementation Tools

- **Institutionalize / Codify What You Want to Happen**
 - Move Forward with Land Bank
 - Create Affordable Housing Trust Fund
 - Investigate / Implement some form of Property Tax Protection

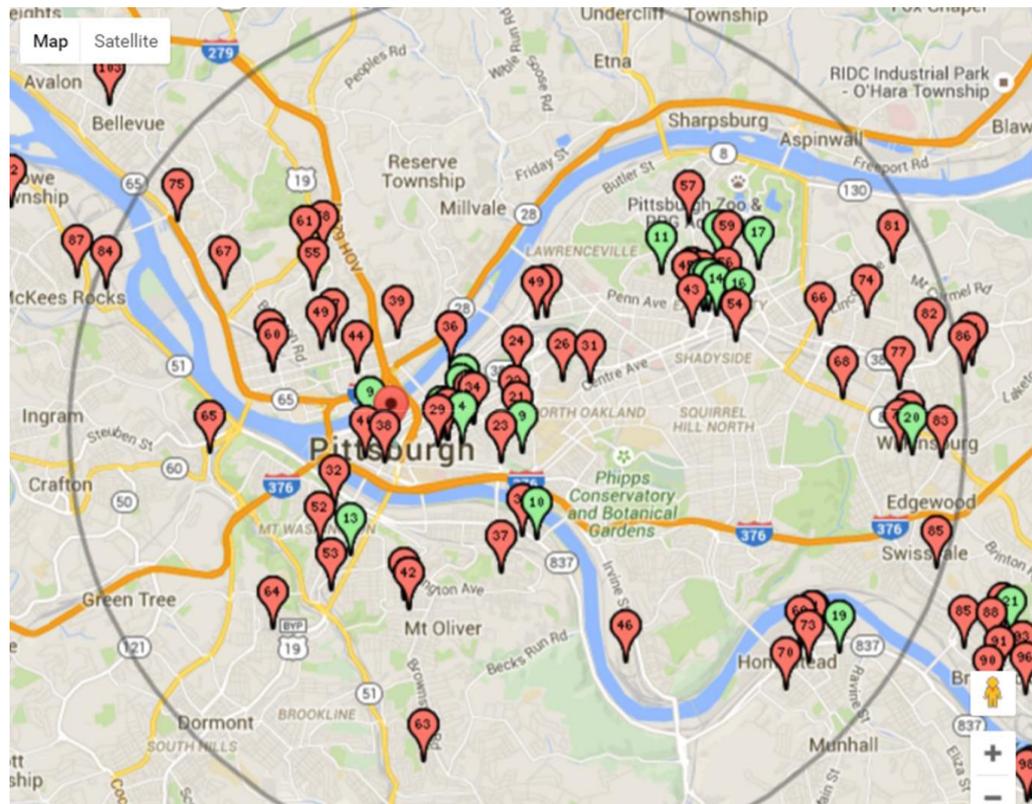
- **HELP Initiative**
 - Ensure a 3-legged Strategy
 - Social Capital
 - Economic Opportunity
 - Physical Improvements



East End Neighborhoods

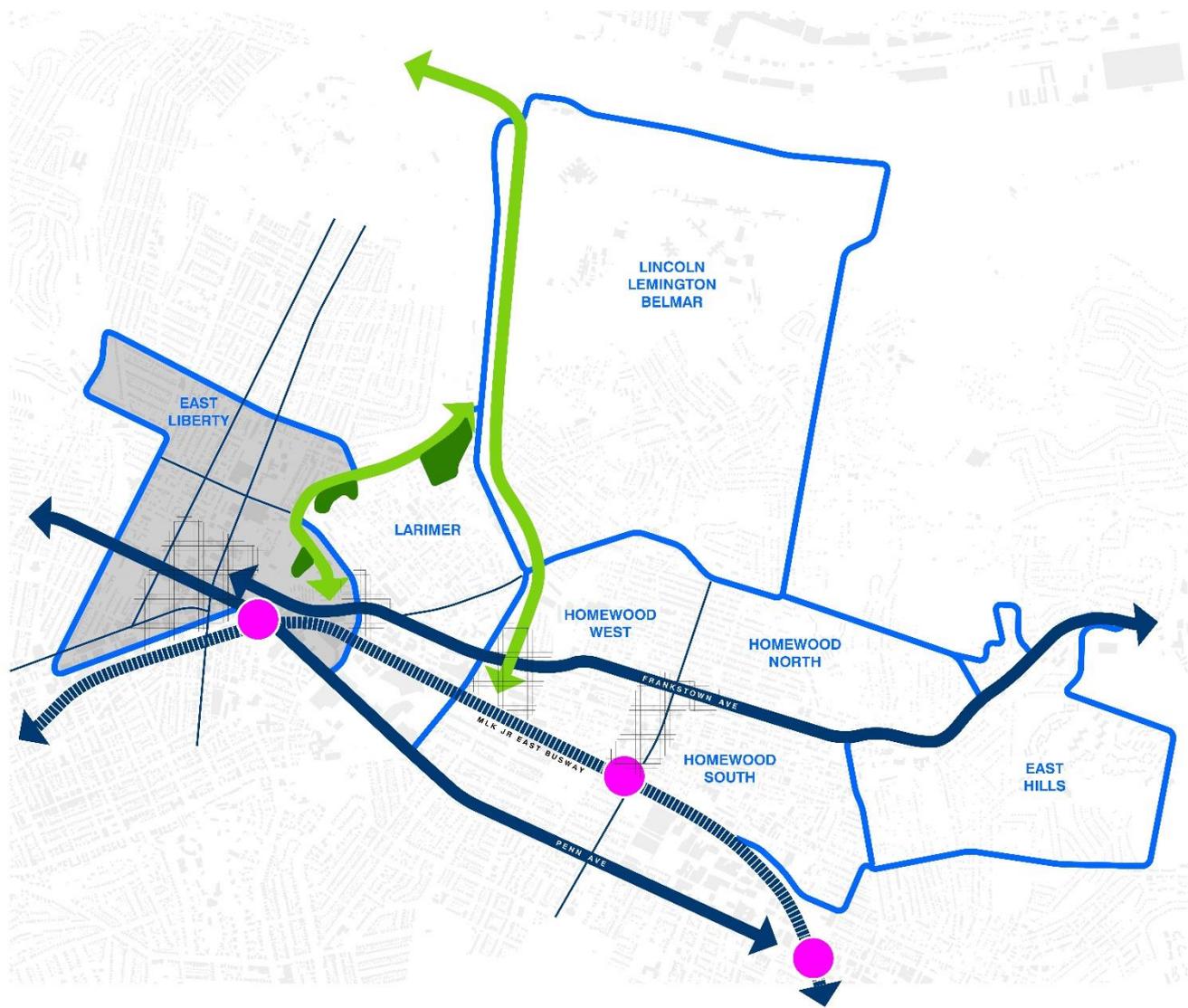
Implementation Tools

- **Create Redevelopment Strategy**
 - Understand where income restricted properties are
 - Concept of Greenway Connecting Neighborhoods
 - Broader Neighborhood Park System
 - Branding of Entrances to All Neighborhoods with Common Wayfinding Elements



LIHTC Properties

East Liberty



East Liberty

Background Story

- Pittsburgh's East End has a storied past
 - Names like Mellon and Westinghouse
- 1950s Bustling Marketplace
 - Over 1 million square feet of commercial
 - Third largest in Pennsylvania
- Suburbanization and migration out to metro caused loss of population
 - 51% loss since 1960
- Disastrous Urban Renewal projects led to crime and property abandonment

East Liberty 1960



East Liberty 1968 Urban Renewal



East Liberty

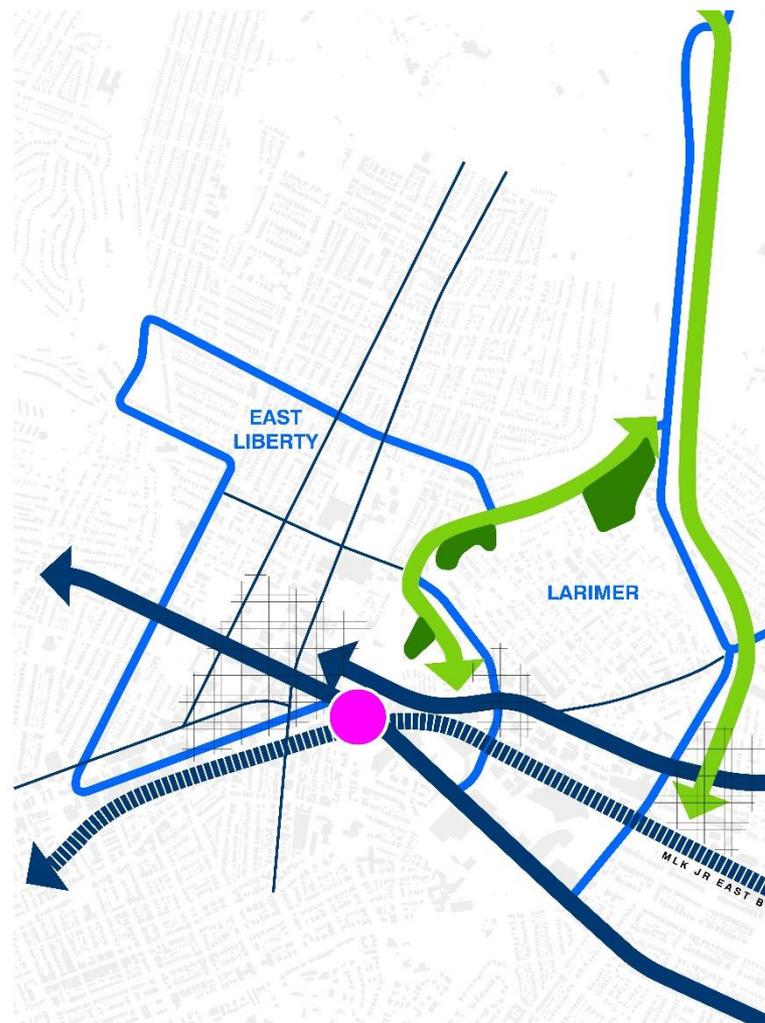
2010 Demographics—A Neighborhood in Distress

- 5,869 residents
- 3,519 housing units
- 86.8% occupied housing units—78% rental
- 43% units built prior to 1939
- Median sales price \$79,250
- 67% African American; 25% White
- 24% under 19; 13% over 75 years of age
- Median income \$24,945
- 33% residents living below the poverty level

East Liberty

Strengths—Experiencing a Renaissance

- Great bones!
 - Architecture, walkability
- Positive neighborhood indicators
 - Decreasing crime, increasing property values and population
- Amenities
 - National retailers
 - Locally-owned stores and restaurants
- Diverse—income and racially
- Great location near strong housing markets and cultural landmarks
 - Highland Park and Shadyside
- Access to transit



East Liberty

Strengths—East Liberty Development, Inc. (ELDI)

- Community-based organization
- Community organizing and planning
- Strategic interventions reversing the effects of neighborhood decline and disinvestment of 60s-80s
 - Reducing crime, improving property values
 - Attracting new residents and investments
- Successful strategies
 - Acquiring vacant lots by block
 - Constructing scattered site affordable housing blended into neighborhood
 - Developing both affordable and market-rate units
 - Intensive rental property management
 - Reducing nuisance properties
 - Facilitating commercial in key nodes



East Liberty

Strengths

- The market in East Liberty still has the capacity for both residential and commercial development
 - Work is not done!
- Demand for diverse, safe neighborhood with urban vibe
- East Liberty is well-poised to capture this market and benefits for existing residents and businesses



East Liberty

Weaknesses

- Residents have a distrust of institutions and a fear of displacement
- Increased perception that neighborhood is no longer affordable and losing its social fabric
- Perception that East Liberty has completed its transformation
 - Work still needs to be done on the physical, economic and social fabric!



East Liberty

Weaknesses—Pressure on ELDI

- Organization challenges—Mission creep
 - Criticized for not providing wrap-around services for residents and businesses
 - Unclear how to access these services
- Challenges with replicability of the ELDI model in other neighborhoods difficult because of the uniqueness of East Liberty’s scale, strategic location, and historic commercial center
- High volume acquisition is a high-risk strategy for organizations without strategic community plans, capacity or funding
- Other neighborhoods in study area are more geographically isolated, perception/reality of crime is greater, and fewer anchor institutions, critical population mass and community organizations

East Liberty Recommendations

Address Resident Fears of Displacement

- Do a better job of telling the story but focus on what ELDI will do next to help residents and businesses stay in the neighborhood
- Develop strategy for wealth creation and asset building to help businesses benefit from stronger economic realities



East Liberty Recommendations

Retail Strategy

- Complete a market study that includes retail leakage, extended demographic and psychographic data to identify new opportunities for business creation
 - Identify how much retail you want and where you want it to go
 - Reserve spaces for local start-ups
- Offer business retention programs
 - Technical Assistance on how to reposition business, social media marketing, buying property, accessing grants and loans
 - Provide support network, i.e. mentoring

“Psychographic segmentation divides the market into groups based on social class, lifestyle and personality characteristics. It is based on the assumption that the types of products and brands an individual’s purchases will reflect that person’s characteristics and patterns of living.”

www.examstutor.com

East Liberty Recommendations

Retail Strategy

- ELDI can take a more aggressive approach and provide subsidies for maintaining affordable rents, providing physical space, or using a land trust
- Research other programs that provide direct benefits to business owners
 - Façade program
 - Restaurant build-out grants

East Liberty Retail—Penn and Highland (1988, 2016)



East Liberty Recommendations

Residential Strategy—Do what ELDI does best

- Wrap up vacant land acquisition strategy and focus development on affordable, single-family, for-sale housing
 - Great idea with Circles program for homeownership readiness
- Work with City/URA to develop a homeowner rehabilitation program using CDBG or other sources to assist with health and safety-related improvements
 - Roof
 - Weatherization
 - HVAC
 - Electrical and plumbing



East Liberty Recommendations

ELDI needs stable, recurring revenue source

As competition for development fees from tax credit projects gets more intense and opportunities for revenues from land sales, decline, ELDI needs a more stable, recurring revenue source.

Success in past performance is not an indicator of future performance!

- Create a Sustainability Plan
 - Evaluate core mission, align project funding through 2020, and conduct financial projections to ensure that organization is sustainable and effective for long term
 - Pay particular attention to high-risk strategy of holding vacant property over long term

East Liberty Recommendations

ELDI needs stable, recurring revenue source

- Consider part of this evolution the formation of a Business Improvement District (BID)
 - Tax to fund projects, infrastructure maintenance, branding, programming and management
 - Clean and safe programs, marketing, capital improvements like streetscaping and wayfinding

Examples of BIDs

- Adams Morgan BID, Washington DC
- Center City District, Philadelphia
- LA Fashion District BID, Los Angeles

East Liberty Recommendations

Implement Community 2010 Plan

- Continue success of community engagement and community planning focusing on the implementation of the Community 2010 Plan
- Create yearly Work or Action Program of projects to be accomplished through 2020
- Begin planning for Community 2020 Plan

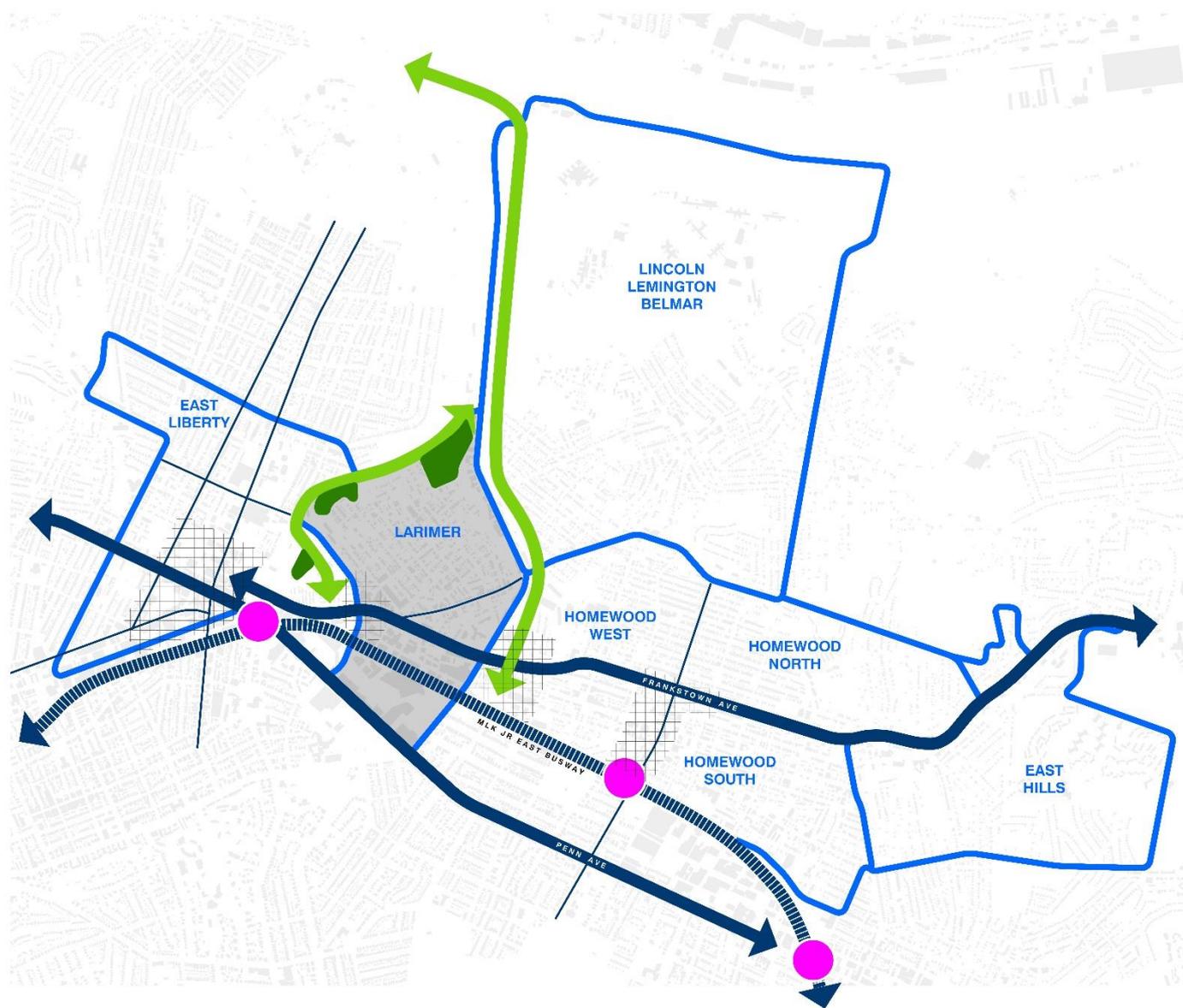


EAST LIBERTY COMMUNITY PLAN

Many Voices Driving Neighborhood Change



Larimer



Larimer

Strong Candidate for Edge Development from East Liberty

- Excellent Amenities (71 Walk Score)
 - Good transit access
 - Nearby Retail (Target, Trader Joes)
 - Close to employment (Google)
 - Compact, walkable street grid (.4mi)

- Substantial Development Opportunity
 - 200+ vacant or abandoned properties
 - Significant public investment in housing, public spaces and community development (Choice Neighborhoods)
 - Clearly stated community preference for residential development (Larimer Consensus)

Larimer Ave & Winslow St

Larimer, Pittsburgh, 15206

Commute to **Downtown Pittsburgh**

22 min
 34 min
 32 min
 60+ min
 [View Routes](#)

[Favorite](#)
[Map](#)
[Nearby Apartments](#)

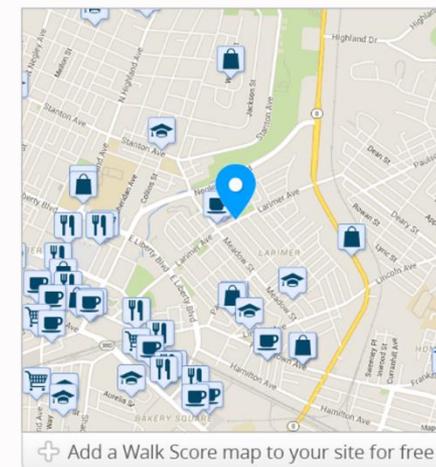
[Looking for a home for sale in Pittsburgh?](#)

Walk Score 71
Very Walkable
 Most errands can be accomplished on foot.

Transit Score 62
Good Transit
 Many nearby public transportation options.

Bike Score 74
Very Bikeable
 Flat as a pancake, good bike lanes.

[About your score](#)
[Add scores to your site](#)



Larimer

Impediments to Revitalization

- Crime – reality & perception
- Concentration of Income-Restricted Housing
 - Virtually all housing in Larimer is low-income housing
 - Relatively little owner-occupied housing.
- Physical Appearance
 - vacant and abandoned property sends a message to current and prospective residents
- History of decline and disinvestment
 - Reputation as a neighborhood in decline limits attractiveness to native Pittsburghers
- Lack of Scale
 - Demonstrate Larimer will change by creating a first phase of 50+ market-rate owner occupied units



Larimer

Create a Mixed-Income Neighborhood by adding Significant Owner Occupied Market Rate Housing

New Home Strategy

- Provide vacant lots for new owner-occupied single-family homes
 - Deliver ready to build lots to builders at little cost
 - Clean title
 - Complete demolition and remediation
- Partner with builders to deliver market-rate units at \$200,000+ today
 - Offer incredible value to attract new residents and help change perception
 - Need to maintain significant discount and differentiation to East Liberty so as not to cannibalize market.
 - Potential absorption of 6-12 homes/year, with ability to increase prices +/- 10% annually



Larimer

Create a Mixed-Income Neighborhood by adding Significant Owner Occupied Market Rate Housing

Rehabilitation Strategy

- Sell 'fixable' abandoned/tax delinquent homes to new owner-occupants
 - Clear title and sell for a nominal cost (\$100)
 - Provide financing for rehabilitation (\$e.g. \$100,000 forgivable mortgage)
 - Require owner-occupancy & share of appreciation
- Fund Rehabilitation of existing owner-occupied homes
 - Provide grants to rehabilitate existing owner-occupied homes
 - Provide tax protection, forgiveness and repayment plans
 - Aggressive and uniform code enforcement
- Allow accessory dwelling units on single-family lots (granny flats)
 - Provides income = increased affordability
 - Provides additional market-rate rental housing
 - May require re-zoning (R-2), overlay or other flexibility

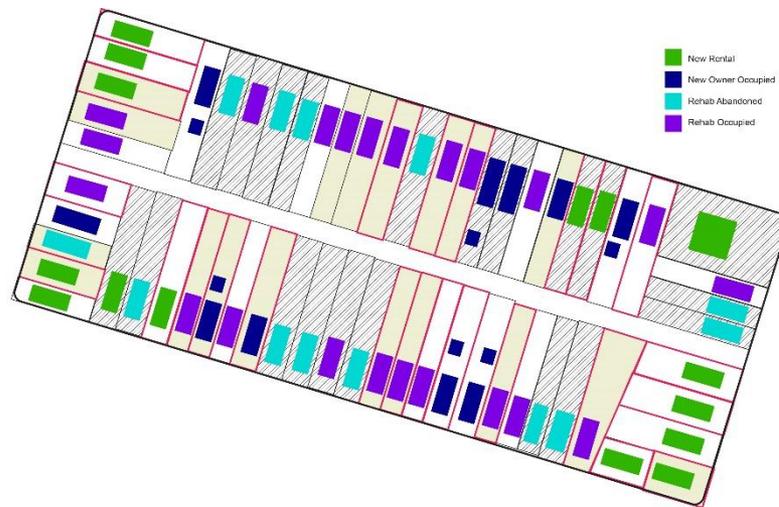
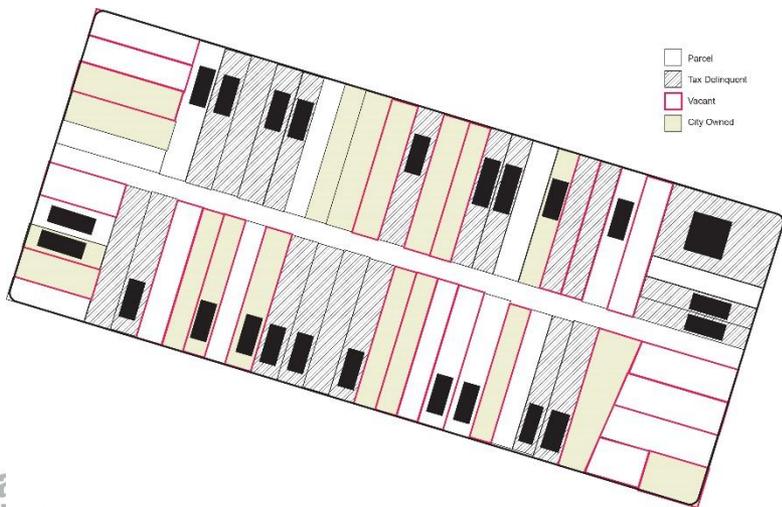
Scale Matters – Need 50+ market rate owner-occupied homes to catalyze change



Larimer

Create a Mixed-Income Neighborhood by Dispersing New Affordable Housing

- Scattered site strategy is key to building market-rate community
 - No more large scale 100% affordable projects!
- Explore alternative building form to integrate affordable housing into single family blocks
 - Consider expanded zoning to allow increased affordable density in SF typology (e.g. R-4).



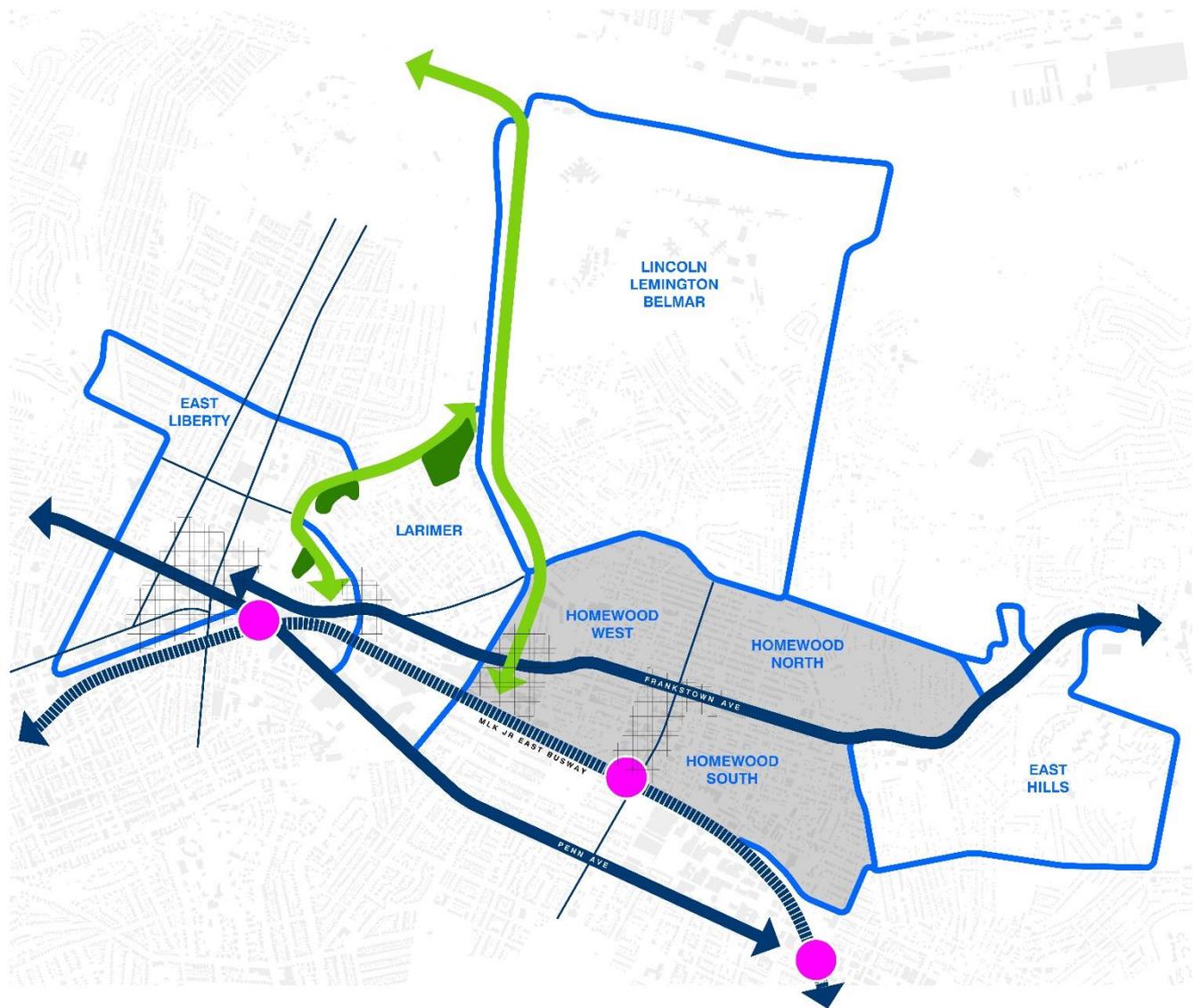
Larimer

Build Community & Engage Current Residents

- Use Kingsley Association to create a regional hub for small business and city services support
 - Consolidate info on fed/state/local programs
 - Place ombudsman to help navigate programs
 - Provide aggressive outreach about biz opportunities
- Create a Clean title triage center
 - One stop shop to help with legal, tax issues
 - Helps prevent future blight
- Establish East Side hiring preference
- Identify organization to sponsor Circles in Larimer
 - Try to draw advisors from new market-rate residents



Homewood

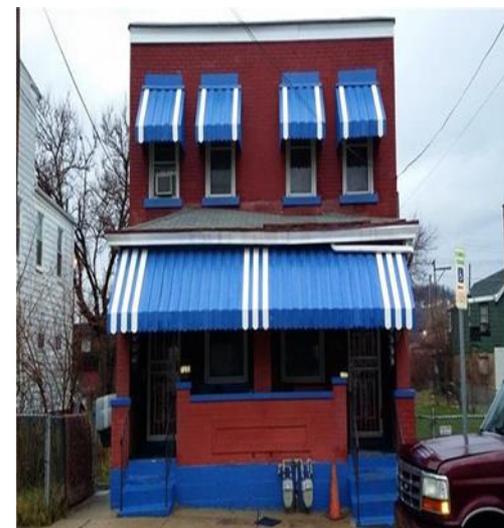


Homewood

Strengths

Multiple strengths can serve as a platform for a revitalization strategy that must involve both physical development and attention to the socio-economic conditions in the neighborhood.

- Community engagement and resident-driven land use recommendations led by Operation Better Block
- Parcel level data availability to inform ongoing planning efforts
- Strategic locations within the neighborhood that provide opportunity for new market driven physical development
 - Homewood Busway Station
 - Greenway development
 - Commercial corridor revitalization
 - Carnegie Library and “Neighborhood Resource Hub”
- Local institutions that provide vital support to neighborhood residents



Homewood

Weaknesses & Threats

Conditions that result in Homewood being seen as a “weak market:”

- Loss of residents
- High rates of tax delinquency
- Low rates of homeownership
- Deteriorated property conditions
- Loss of market to support neighborhood serving retail
- Low performing local (non-magnet) schools
- High rates of both violent and property crime
- Demolition of structures resulting in loss of tax base and large expanses of non-productive land
- Current land status as result of disinvestment
 - Tax delinquent 60.7%
 - Vacant land 70.1%
 - Government owned 38.0%



Homewood

Opportunities & Recommendations

There is a need for transformational change that can only be achieved if the organizational leadership, capacity, and resources can be identified.

- Potential new systemic approaches to neighborhood revitalization and social equity
 - HELP initiative to coordinate governmental resources facilitating physical redevelopment.
 - Potential for a new collaboration of elected leadership, the foundation community, the faith-based community and the anchor institutions to support human capital development and resident asset building.



Homewood

Opportunities & Recommendations

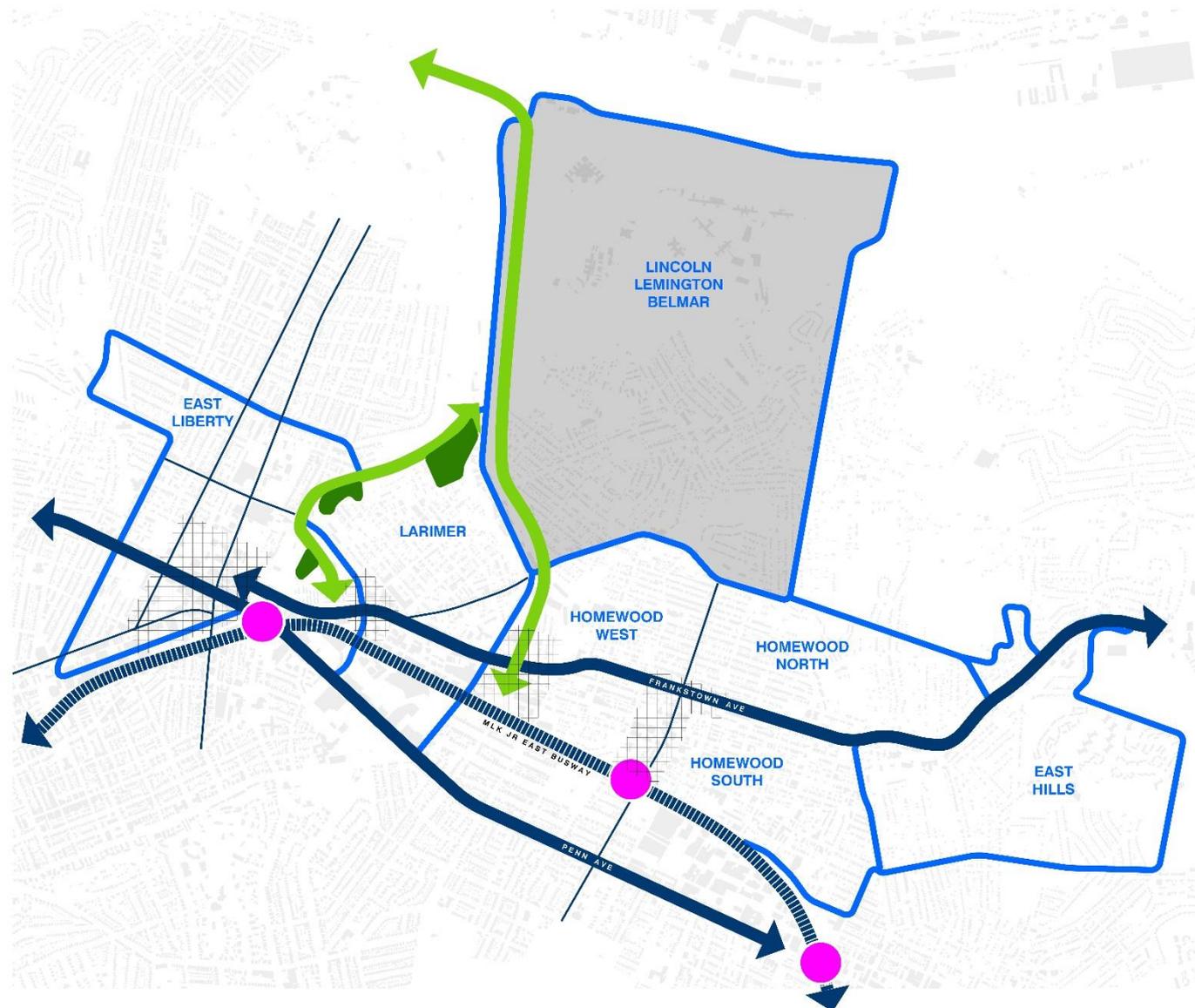
There are a number of objectives that should be addressed if Homewood is to remain a viable neighborhood and become a neighborhood of choice for new residents.

Community level interventions should include:

- Homeownership stabilization programs to support existing homeowners and create new homeowners
- Programs to improve existing rental housing stock
- Programs to support small and minority businesses
- Education and training opportunities to link residents to jobs with career path and family sustaining wages
- Crime reduction and safety programs



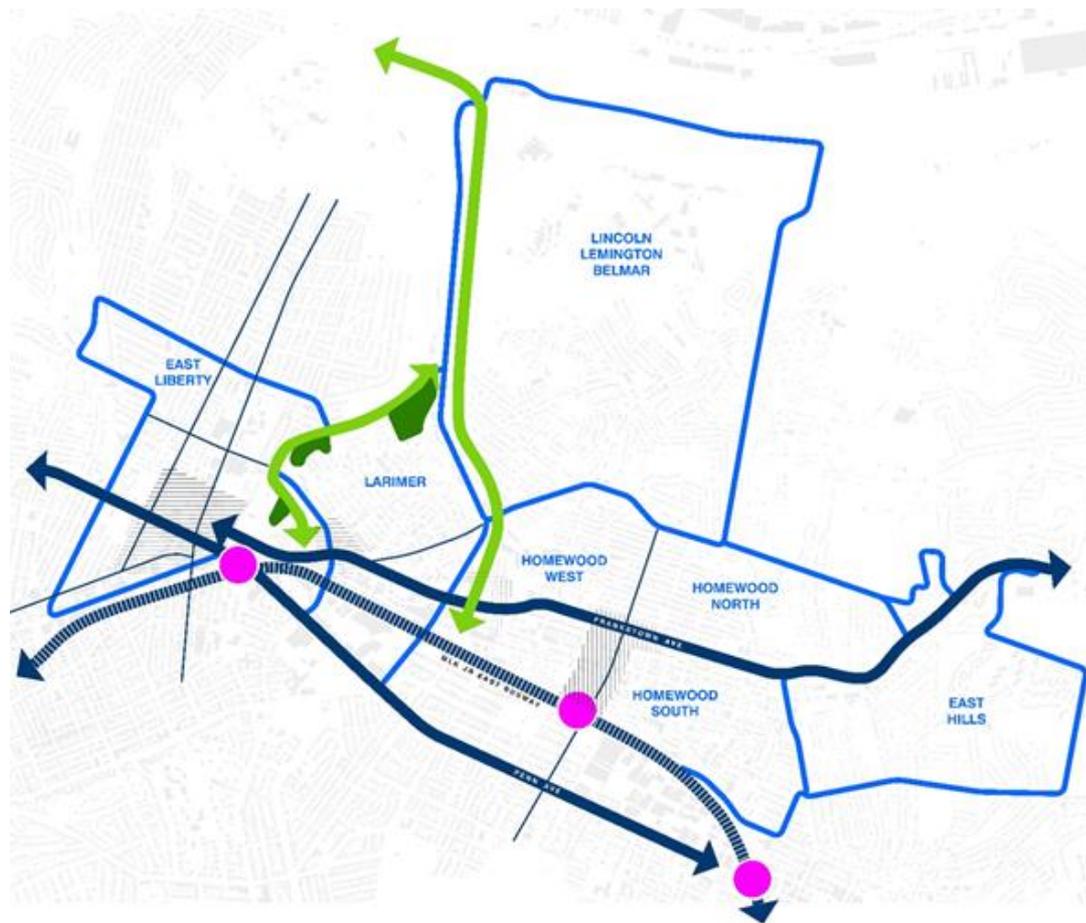
Lincoln-Lemington-Belmar



Lincoln-Lemington-Belmar

Background

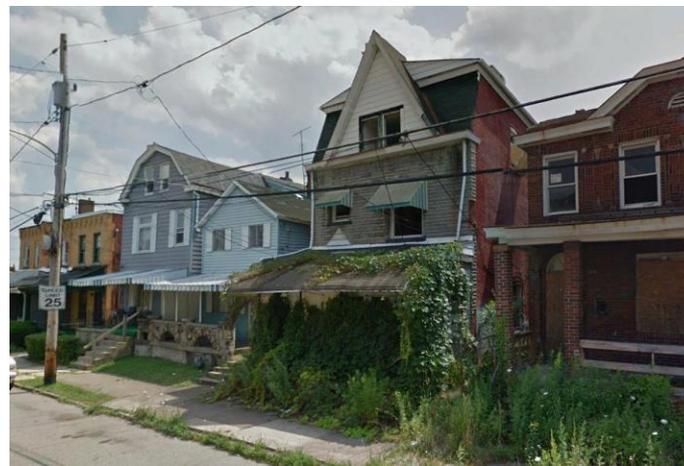
- Eight miles from downtown
- Many of the same characteristics as Homewood
- Percentage of homeownership slightly higher than Homewood
- Southwest Veterans Center
- Juvenile Detention Center



Lincoln-Lemington-Belmar

Challenges

- Neighborhood Deterioration
- Distance to Transit
- Lack of Retail
- Crime
- Scale (large)
- Lack of public amenities
- Topography



Lincoln-Lemington-Belmar

Opportunities

- Potential Greenway
- Some very stable housing in concentrations
- No near-term development options suggest time to strategize and plan
- Concentration of tax delinquent properties



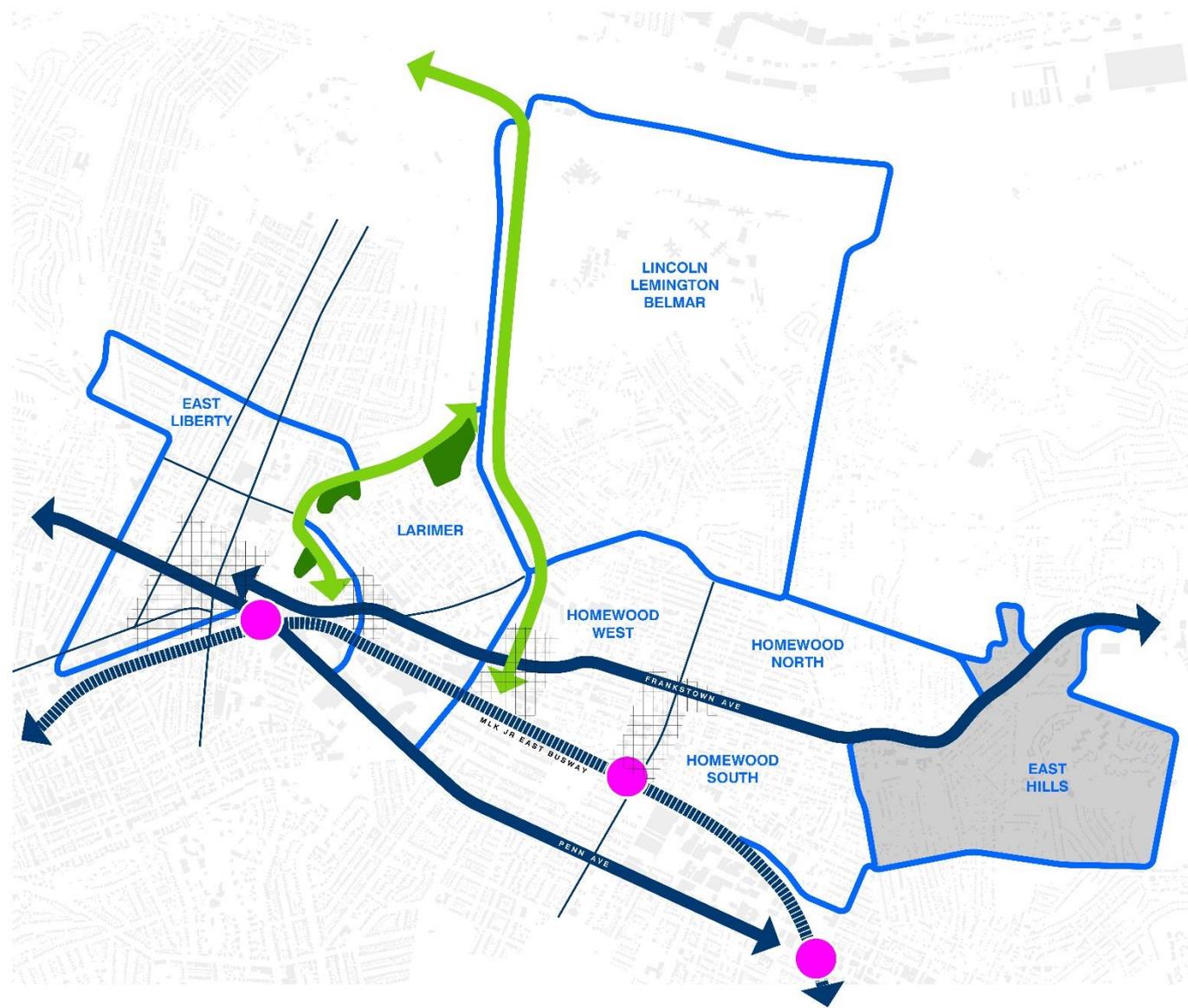
Lincoln-Lemington-Belmar

Recommendations

- Identify strategic clusters of tax delinquent, city and URA owned properties for consolidation – allows for development ready property and park opportunities
- Create a programs to survey and prioritize street paving/repair
- Organize, plan and participate with larger vision for East End Communities



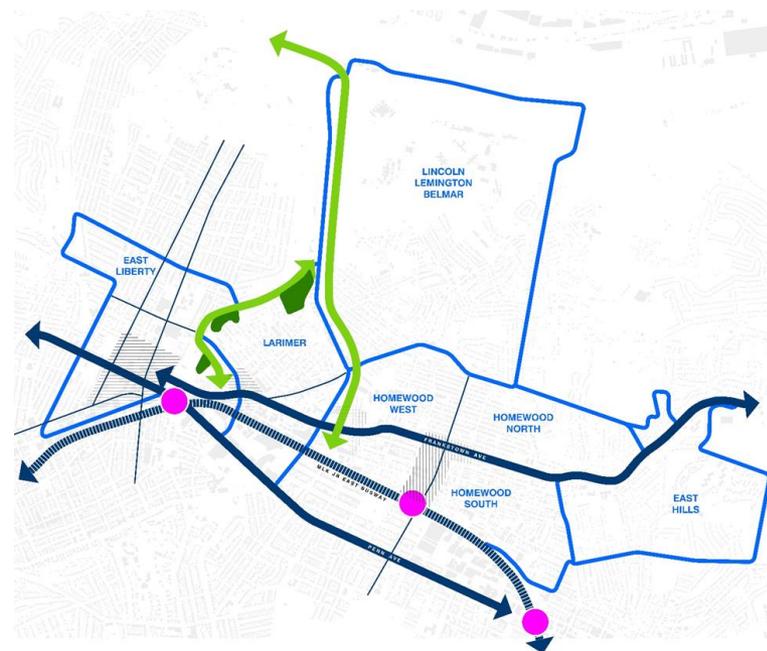
East Hills



East Hills

Background

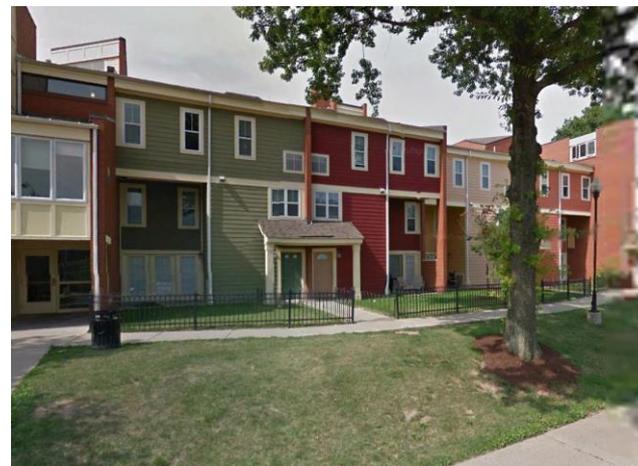
- Nine miles from downtown
- Significant concentrations of homeownership slightly higher than Homewood and Lincoln



East Hills

Challenges

- Neighborhood Deterioration
- Topography
- Road maintenance
- Significant concentrations of crime
- Proximity to retail and services
- Telesis Development
- Limited capacity of organized neighborhood groups.



East Hills

Opportunities

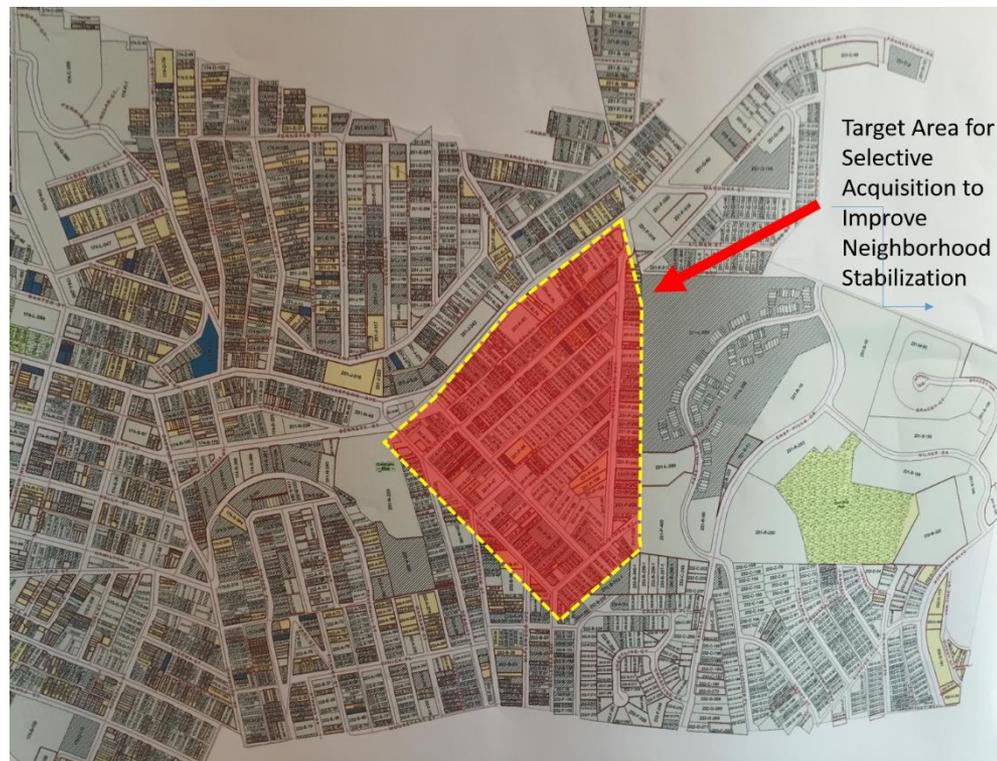
- Significant clusters of well-maintained homes with homeownership presents an opportunity for strategic acquisition of tax delinquent parcels resulting in increased neighborhood stabilization.
- Large parcels at top of hill could be repositions for a park or new town center
- Near-term development pressures limited; so now is the time to plan



East Hills

Recommendations

- Acquisition of key parcels in target neighborhood to improve stabilization – allows for open space and park opportunities
- Create a programs to survey and prioritize street paving/repair
- Organize, plan and participate with larger vision for East End Communities



Building Types



Exploring Configurations

- Existing Conditions



Exploring Configurations

- Homewood Cluster Plan

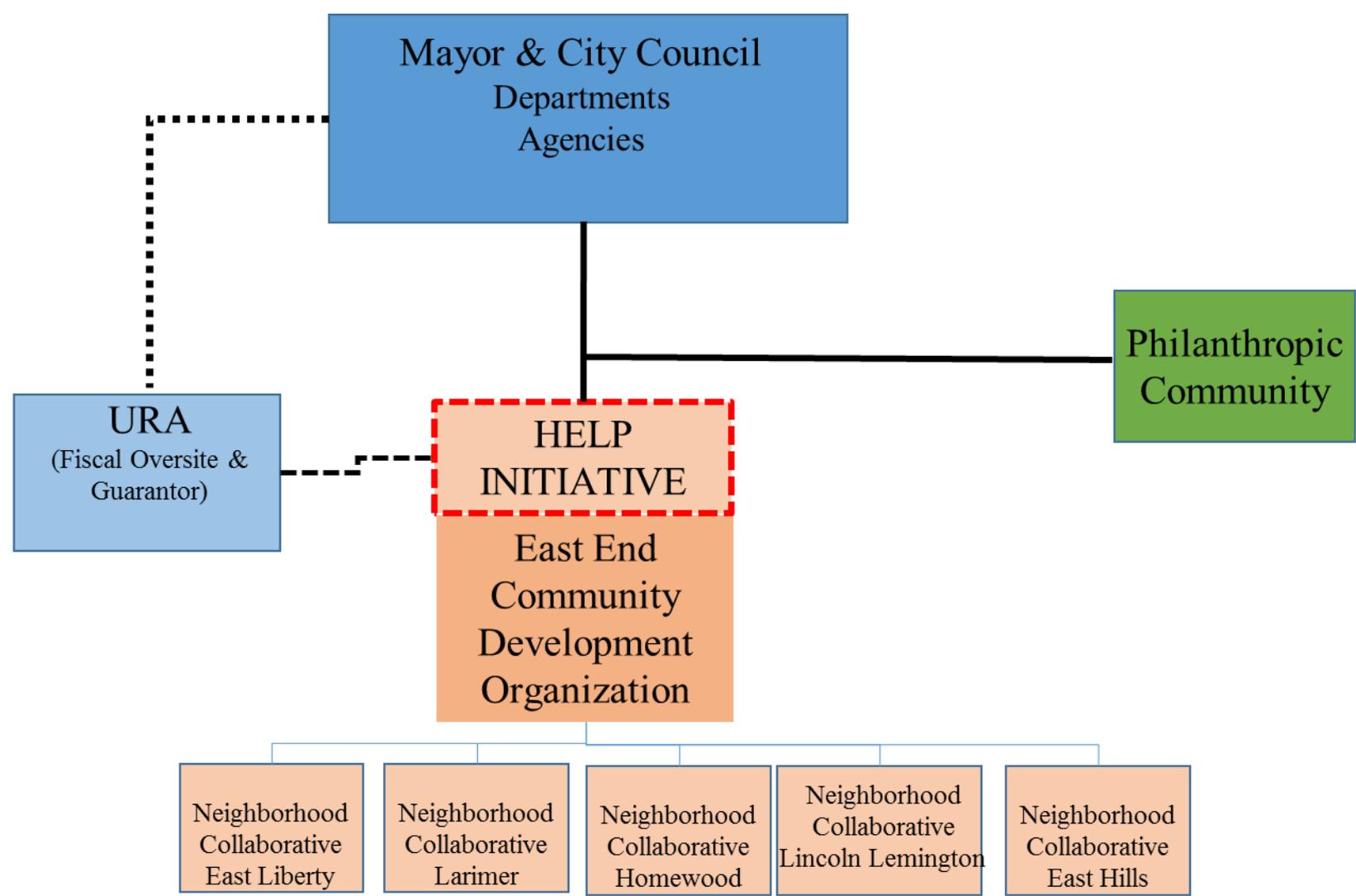


Exploring Configurations



Key Recommendations

- Neighborhoods are different and require different responses
- Finish Comprehensive Plan to make detailed neighborhood planning easier
- Property tax protection
- Engage and coordinate with anchor institutions and philanthropic community
- Combat perceptions/transcend boundaries
- Ratio: 1/3, 1/3, 1/3 not aspirational for East End Communities; is it practical?
- Limit additional low income units throughout the East End
- Timeline: Long Term, Sequential West to East
 - Still work to do in East Liberty
 - Larimer natural expansion
 - Homewood Next
 - Lincoln Lemington and East Hills organizing and preparing for the future
- Engaging Existing Residents
- HELP Initiative and ELDI's Role



Thank you!